



INTERNATIONAL JOURNAL OF
TRANSFORMATIONS IN BUSINESS MANAGEMENT

e-ISSN: 2231-6868, p-ISSN:2454-468X

THE ROLE OF VIRTUOUS LEADERSHIP IN REDUCING
ORGANIZATIONAL SILENCE

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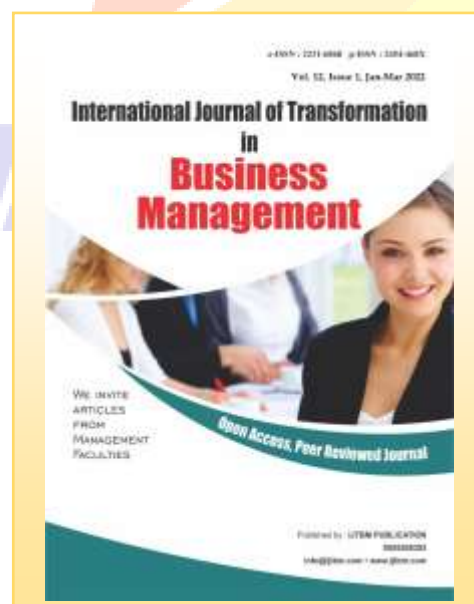
Paper Received: 17th January, 2022; **Paper Accepted:** 14th February, 2022;

Paper Published: 19th February, 2022

DOI: <http://doi.org/10.37648/ijtbm.v12i01.006>

How to cite the article:

Khaleel D.I., Mhaibes H.M.(2022),
The Role of Virtuous Leadership in
Reducing Organizational Silence,
IJTBM, January-March 2022, Vol 12,
Issue 1; 94-117, DOI:
<http://doi.org/10.37648/ijtbm.v12i01.006>



ABSTRACT

The current research aims to test the role of virtuous leadership in reducing organizational silence at the headquarters of the National Retirement Authority, as well as diagnosing the level of the retirement authority's interest in the research variables and its dimensions, to come up with a set of recommendations that contribute to improving its practice and adoption of these variables, based on the importance of variables in administrative thought. In addition to its urgent importance for the retirement authority and its employees and leaders, the research adopted the descriptive analytical method in completing its chapters and discussion, as the research was applied at the headquarters of the National Retirement Authority. The search was distributed (170 questionnaires, 161 were returned), and (160) questionnaires were valid for statistical analysis, and the research used statistical programs (AMOS V.52, SPSS V.26) to analyze the primary data with (arithmetic mean, normal distribution test, Exploratory factor analysis, confirmatory factor analysis, validity and reliability test, standard deviation, relative variance coefficient, relative importance, Pearson correlation coefficient, simple linear regression coefficient, regression coefficient Multiple, structural modeling test for the mediator) to test the four research hypotheses. The statistical analysis showed a number of results, the most prominent of which was the adoption of the Employment Authority of its virtuous leadership by adopting asceticism and prudence to reduce organizational silence in its negative type and directly improve its positive type.

Keywords: *virtuous leadership, organizational silence, social silence, asceticism.*

INTRODUCTION

Iraq went through a political and economic era that had a clear impact on the country's conditions that made it make amendments to its laws, and one of the organizations whose laws were amended is the National Pension Agency, as it issued laws pertaining to a group of individuals, including the laws of the Martyrs and Victims of Terrorism Foundation and the Prisoners Institution and the amended laws, orders and instructions, which resulted in The weight of the work has increased on the organization, and as such, it needs the largest amount of information to conduct the transactions of citizens, and this information

can be obtained from the employees, and if they refrain from talking, the organization will lack important information that is useful in decision-making and solving the problems it faces One of the reasons that prevents the employee from speaking is (organizational silence), as organizations are full of qualified employees, but they are silent about some situations and with various motives, so that silence becomes a barrier that prevents the expression of ideas. And thoughts, feelings, perceptions and proposals in any form, voluntarily or involuntarily. Silence represents the problem of the National Pension Agency and hinders the wheel of its progress and opens other negative doors, including corruption, laziness and

organizational destruction that leads to its decline in the end. To reduce this phenomenon, interest has become the mutual relationship between senior management and employees. In the organization, in the recent past, a group of leadership styles have emerged, in particular, the Virtuous Leadership style, which is considered one of the contemporary styles in management thought, and research is still increasing about it, as it is based on virtues because at the present time it is rarely emphasized. Virtue in most organizations and that the manager, no matter how much he has the power to compel employees to abide by the instructions, rules and regulations, but it does not motivate. They talk and express what is on their minds of ideas and solutions to problems, so they remain silent, so virtuous leadership has been adopted as an independent variable, although other leadership styles can be taken, but if virtue-based leadership is used correctly, we will get more positive results.

METHODOLOGY

Research Problem

The problem of the current research emerges in the limited ability of employees to speak and reveal the problems they face, as a result of fear for their job positions and avoiding problems with others, or because of fear of the reactions of their leaders, in order to avoid losing their relationships with others,

as the phenomenon has spread and spread in its sections, Until there is a recent organizational phenomenon that appears with or without a reason, it is just a reaction or a decrease in commitment, organizational loyalty and justice of all kinds, and the lack of disclosure methods when assigning tasks, positions and rewards, to appear clearly in the Public Retirement Authority, standing on the real problem and diagnosing it through dealing and observation.

A- What is the level of reliance of the Public Retirement Commission on virtuous leadership in its work, and what are its most prominent dimensions of concern and adoption?

B- What is the level of silence that could be the motives of the workers behind it, how widespread it is in the Public Retirement Authority, and what are its dimensions of concern and adoption?

C- What is the effect of virtuous leadership on the behavior of the silent employee?

Research Importance

The importance of each scientific research stems from being a treatment for existing problems and untangling and interconnectedness between phenomena, so the importance of the research lies in the researcher's expectation to address a real existing problem, and to reveal some concepts in administrative thought that cause

delaying the progress of organizations, which is organizational silence, so the research variables work together To support the progress and success of the National Retirement Authority by revealing the causes and effects of silence, whether on the authority or on the employees through scientific research methods.

A- The research achieves the scientific importance by addressing the leadership role in reducing organizational silence in the retirement authority, to familiarize its members with the concepts and models for each of the variables.

B- The current research represents a link for knowledge communication between Arab studies and foreign studies in the field of research variables, which is virtuous leadership and organizational silence. Therefore, it is considered the first knowledge collection presented to the commission through which it overcomes an organizational disease (negative silence).

Research Aims

The current research is one of the modest scientific contributions concerned with modern administrative literature and the variables of the current research are important variables in light of the growing conditions and developments of organizations and the surrounding environment and the emergence of new ideas

and methods of adopting them in new ways. Here, this research seeks to achieve the following goals:

A. Introducing the organization's leaders in the field of research to modern scientific management methods, and how to adopt innovative leadership patterns away from innate management or the influence of job position or personal traits.

B. Studying the reality of the organization, the field of research, the Public Retirement Authority, to identify the extent of the phenomenon of silence, and the level of adoption of virtuous leadership.

C. Exploring the opinions of the workers and the reasons for their silence and the motives behind the silence.

D. Diagnosing the strength of the relationship between virtuous leadership and organizational silence.

Research Scheme

The hypothetical scheme illustrates the image that expresses the thought of the research, as well as clarifying the logical relationships of the main and sub-variables represented by the relevant dimensions for each of them.

1- The independent variable (virtuous leadership): which is measured by its five dimensions: (courage, asceticism, wisdom, justice and humanity).

2- The dependent variable (Organizational silence): It will be measured through its three dimensions: (silence of acceptance or

acquiescence, defensive silence, and social silence).

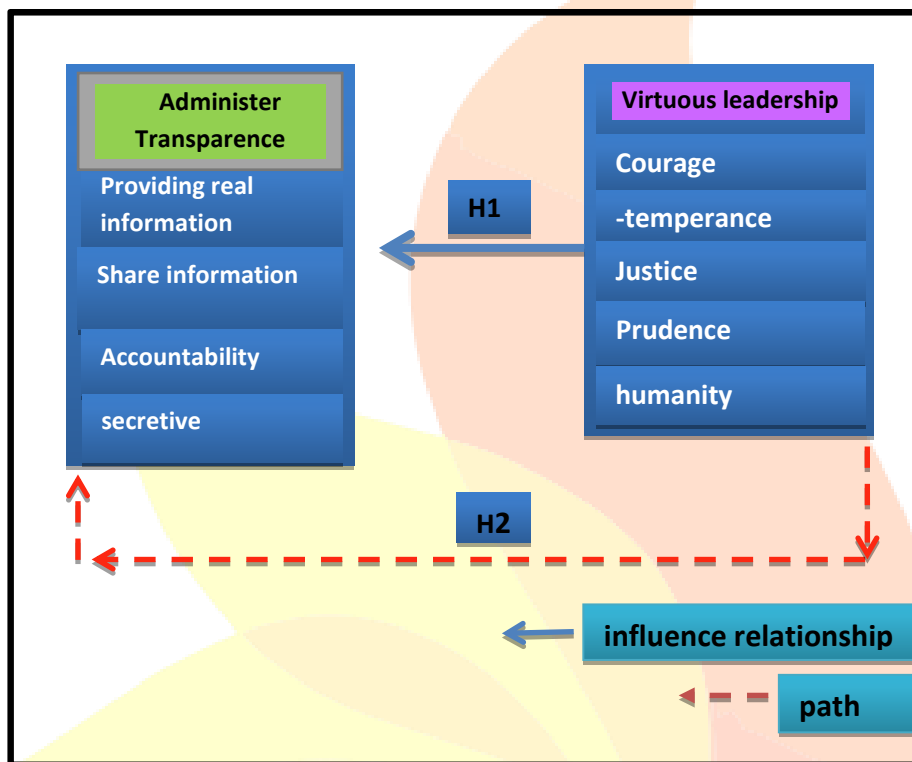


Figure 1: The hypothetical scheme of the research

Research Assumes

The second hypothesis:- Virtuous leadership with its dimensions of courage, asceticism, justice, prudence, humanity do not affect administrative transparency and its dimensions, sharing information, providing real essential information, accountability, and confidentiality a moral effect.

- 1- The virtuous leadership, with its dimensions, does not have a moral effect on sharing information.
- 2- The virtuous leadership, with its dimensions, does not have a moral effect on providing real and essential information.

3- The virtuous leadership, with its dimensions, does not have a moral effect on accountability.

4- The virtuous leadership, with its dimensions, does not have a moral effect on secrecy.

Community and Sample Research

One of the Iraqi organizations was chosen to study the research, which is the (National Retirement Authority) and after reviewing the opinions of the employees to know and measure the extent of the phenomenon of organizational silence in it and to note the extent to which the organization's senior

management relied on virtuous leadership and administrative transparency. The number of employees at the authority's headquarters was (380) employees, and Relying on (Morgan) table to determine the research sample and amounting to (191) observations. (161) of them were retrieved upon identification, the valid ones were (160) questionnaires, so the sample was random (160) observations from the employees of the National Pension Agency, The descriptive analytical approach to identify the phenomenon of the research and the researcher used the statistical methods, (AMOS V.26) (SPSS V.26).

The Concept of Virtuous Leadership

Leadership activates, deepens the level of knowledge of the organization and accepts the group's vision, goals and objectives ,It focuses more on the public interest rather than personal interest(Mhaibes & Al-Janabi,2020) Virtuous leadership is an essential component that requires those who perform service to others to demonstrate moral virtues that require the best in themselves and achieve the best results in others. It contradicts their value orientations and that the pursuit of good and moral goals for individuals and the organization in which they work (Bruno, 2016:8), as virtuous leadership is instilled in leaders who distinguish, decide, implement the right things and do them in the right way, within

the right time and for the right reasons (Alshehri & Elsaied, 2022:12), in addition to its focus on the highest potential of human systems, which is oriented towards existence and doing good, and includes the role of a virtuous leader and the ability to influence, motivate and empower followers to contribute to building the reputation and success of the organization as an ethical agent (Cameron, 2011:26). It is the ability to distinguish between right and wrong and enable followers to achieve ethical and good goals for themselves and the organization, and help others communicate to achieve the goals of the organization (Wang & Hackett, 2020:5), and it was defined as the relationship between the leader and his followers. They motivate their followers by intentionally and consistently representing the virtues for intrinsic reasons as their primary focus is on character development rather than on serving or motivating followers (Hackett & Wang, 2012:21).

Dimensions of Virtuous Leadership

Courage

Courage, according to the (Oxford English Readers: 1959) is defined as the quality of a mind that manifests itself in the face of danger without fear or deflation, and (Messick, 2006: 106) defined it as the conviction to do what one believes to be the right thing despite risks and consequences. Unpleasant, also defined by (Yearley,

2003:144) is a personality trait that allows individuals to overcome or control fear, especially those fears that hinder them from doing what they want or think they should do.

Prudence

It is one of the characteristics of mental abilities and skills. It is the application of knowledge, information, experiences and expertise intelligently and distinguishing between right and wrong in a particular situation (Havard, 2015:73), and wisdom can be defined according to the Oxford Dictionary as the ability to identify a reasonable course of action and common sense in practical affairs or Finance (Oxford English Readers: 1959), and as a positive personality trait, the mind acts to determine the correct and true choice in all circumstances to achieve it in the best way (Sison, 2003: 161), and it was defined as the use of knowledge and information to make the right decisions as an affirmation of the result that he must reach. The Wise (Rowley, 2007: 124).

Justice

It is considered the greatest virtue because it aims to achieve the interests of others and spread equality, and it is one of the virtues that Aristotle emphasized, as he defined it as a moral virtue. The virtue of righteousness means justice related to whether an action is right or wrong, informing individuals of what

is right to do (Yearley, 2003:147), and according to the (Oxford English Readers:1959), justice was defined as the characteristic of being moral and just and doing good deeds And (MacIntyre, 1984:5) defines justice as a behavior based on respectful treatment of others, While (Bragues, 2006:349) emphasized, fairness is required while allocating valuable resources to individuals, such as money, property, offices, power, and status. Organizationally and behaviorally (Cole al et., 2010:367), while (Wang, 2011:83) pointed out that justice is required when an individual faces a conflict of interest, or the distribution of duties among others.

Temperance

The virtue of asceticism (moderation) is necessary when leaders encounter opportunities and benefits, as it lies in the face of temptation in order to control behavior and discipline (Kanungo & Mendonca, 1998:22), and it enables individuals to control emotional reactions and modify their natural desires towards things. Attractive ones either for biological reasons or for cultural reasons, i.e. avoiding personal inclinations towards extremism, protecting oneself from things with pleasure and controlling emotional reactions towards pleasure and pain (Yearley, 2003:28). (Peterson & Seligman, 2004:15) as self-control to avoid doing anything harmful to oneself or others, and asceticism was defined

according to what was stated in the (Oxford English Readers:1959) as a habit of restraining oneself in the case of provocation, emotion, desire, and restraint. The rational soul.

Humanity

The virtue of humanity is not an Aristotelian cardinal virtue, but in Confucian thought, humanity is a basic and expressed virtue that is practiced in five basic social relations as ruler and ruled, friend and friend of a friend, father and son, older brother and younger brother, or husband and wife (Nussbaum, 1998:20), it is necessary for the leader to be characterized when dealing with others (clients, subordinates) (Brogues, 2006:51).

Humanity is defined according to the Oxford English Readers:1959 as the quality of human well-being, which is characterized by goodness and kindness. , while (Wang, 2011:41) defined it as a personality trait in which leaders show love, care and respect for others, and (Williams, 2013:50) sees that the virtue of humanity aspires for the leader to do great things, thus inspiring others through striving from within the soul and spirit For great things rooted in unwavering confidence in nature's highest potential.

Organizational Silence

The traditional concepts refer to organizational silence as a negative behavior and that not all forms of silence are considered passive and it is not just the

opposite of the voice, as it can be active, conscious, deliberate and purposeful (Nafei, 2016:61), in addition to the fact that there are standards and rules that usually prevent employees from saying what They know him about issues and issues related to the policies of the organization (Greenberg and Barron, 2004: 346), and the employee is the most important source of information. From a larger class of practices that include both expressive and oppressive open decisions of employees, organizational silence generally constitutes a suppression of their fears and views, and sometimes the employee decides to leave the organization rather than raise his voice in it about some issues or situations that leaders can misinterpret (Jahangir & Abdullah, 2017:147).

Organizational silence was known as a negative phenomenon, as employees do not share their opinions, ideas, or information about the issues they face in the workplace that prevent improvement and development (Johannesen, 1974:30). about their work issues or to improve their work environment (Morrison & Milliken, 2000:708), as defined as absence of voice, absence of speech, or failure to demonstrate clearly understandable behavior (Dyne et al., 2003:1361).

Dimensions of Organizational Silence

Acquiescent Silence

Acceptance silence has been defined as the withholding of relevant ideas, information or opinions based on resignation

(Dyne & et al., 2003:1366), so this silence is considered a form of inaction, it is more negative than positive because employees who choose this type out of silence correspond to the context in which they live and are not willing to make any effort to speak up or engage in any attempt to change their current situation. For example, an employee may withhold his or her thoughts due to the belief that speaking openly is pointless and will not make a difference, on the other hand the employee may keep his opinions and information for himself, believing that he has little influence to change his current situation. (Bowen & Blackmon, 2003:297).

Through the foregoing, the researcher can define the silence of acceptance or acquiescence as it is the withholding of opinions, information or ideas because of the negative behavior of the higher leadership. Rejecting it or that their opinion does not change the reality, and in order to break this kind of silence, the followers must be encouraged by the leader using leadership methods that make them feel that they are part of the group or work team and break that silence that prevents expressing their opinion through the exchange of information and ideas, and the model as In Figure (2), The model consists of three fields, the first field represents the external environment that surrounds the individual and reflects the leadership style followed and the behavior of

the leader, the second field represents the individual's motives and ideas that he has to choose the behavior of silence, and the third field represents the individual's decision to isolate, independence and not to integrate with others, and this spreads Gender in the organization in light of the rigid and autocratic leadership style, negative authoritarian behavior, the rule of formal systems, and the weak role of communication, so it is difficult for the individual to communicate his opinions, ideas and problems to the higher leadership, so he generates motives to remain silent because of his thoughts about low self-efficacy or desires to isolate and lack Interacting with others, or believes that talking about problems is useless to solve them, or in order to avoid disputes with his colleagues and the higher leadership, so it is preferable not to integrate with them, and sometimes we find individuals with a shy personality, or not having the talent for dialogue, or introverts prefer silence at work, this behavior leads To the isolation that affects the psychological state of the individual, so he feels tension, annoyance and desire to leave work, and these areas expand exponentially, as the more he seeks The negative leadership behavior, as the individual's ideas expand that his opinions are useless, and consequently the behavior of isolation and organizational silence expands.

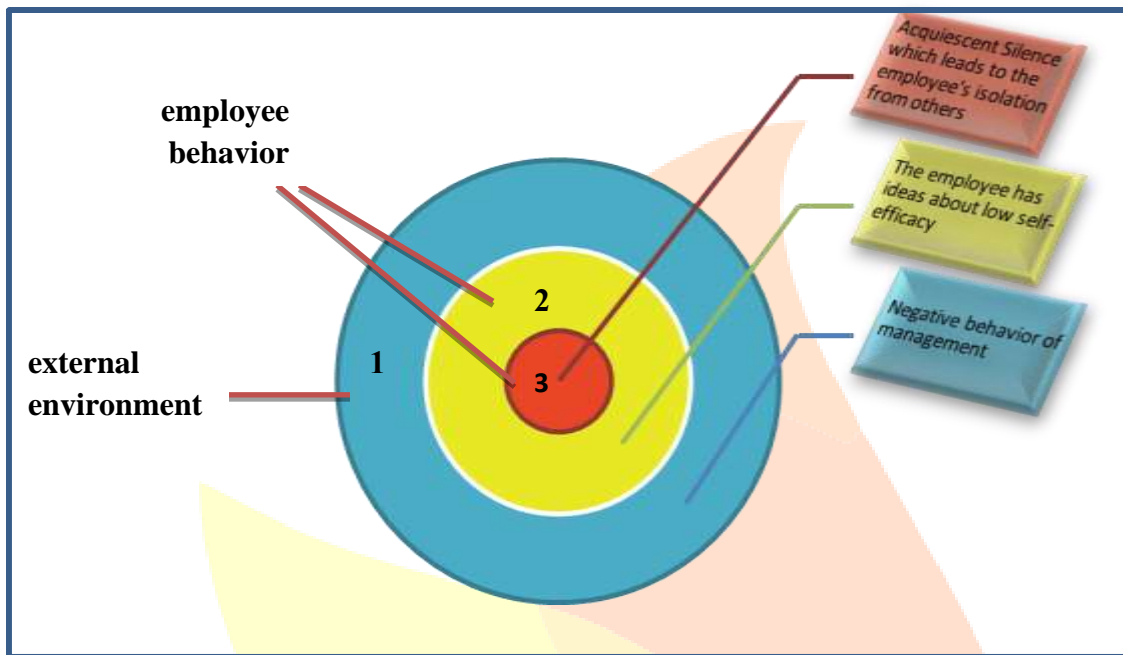


Figure (2): shows the silence of acceptance.

Defensive Silence

Defensive silence has been defined as the withholding of ideas, information, and opinions as a form of self-protection, on the basis of fear, withholding facts about problems that must be corrected in order to protect oneself and avoid responsibility (Wigold, 1989:25), and it was defined as an intentional and proactive behavior aimed at protecting oneself from external threats (Dyne et al., 2003:1366), and because of the proactive nature of defensive silence, it is the opposite of acquiescence in silence because it is more conscious and involves analyzing the surrounding environment and the extent Availability of alternatives. It is a conscious decision to withhold ideas, information, and opinions and is taken as a strategy for self-protection (Pacheco et al., 2015:297)) It was also known that the employee faces negative

situations in which he realizes that there are personal risks and a threat to his job position due to sharing his views and ideas (Karakavuz, 2021:43).

From the foregoing, the researcher can define procedural defensive silence, which is the employee's retention of information related to work, improvements, and change due to fear of the consequences of speaking, so the individual refrains from expressing ideas, information and opinions or deletes facts and hides mistakes for fear of negative results and the personal risks that are reflected on him Such as threatening his job position or receiving a punishment from the leader, when the individual sees that his voice or speech lies behind him dangers, he prefers silence in order to protect himself, so the higher leadership must find ways and leadership styles that make the individual

feel safe when expressing his opinion and putting forward his ideas to improve work, change and find solutions to the problems he faces through exchanging information and opinions with the leader and applying the principles of transparency to break the barrier of silence and eliminate the fear of followers.

And the following model, as in Figure (3), shows how the individual adheres to defensive silence after the individual analyzes and filters the surrounding environment and his thoughts before making the decision to remain silent.

Which is considered conscious silence by looking at the available alternatives in order to protect oneself from external threats. The individual withholds his thoughts and opinions that include the benefit of the organization (Niazazari, 2020:363). The first stage represents the individual facing some problems at work or having ideas for improvement and change, but before Expressing his ideas, proposals and solutions, he analyzes the external environment and situations to find out what the negative consequences follow his voice. When he finds that there are risks and

threats, he has motives for fear of speaking. The second stage represents the individual's fear motives and his thoughts about the results, such as (punishment, or disagreements with the leadership).

Supreme before making the decision to remain silent. When the individual encounters problems at work, or has ideas and innovations for improvement and seeks to communicate them to the leader, or tries to put forward his proposals for change, or share his views, but he feels that his voice contains negative results, personal risks and threats, so a conscious internal activity is generated. Intentionally purposeful and aware out of fear about the consequences of raising his voice, he seeks to avoid punishment and threats to his job position, or disagreements with the leader, or conflicts with co-workers, as for the third stage The individual's decision after researching the available alternatives, as silence and refraining from talking and expressing ideas and opinions is the best strategy to protect himself or his job position, and he knows that there are many options and alternatives about the current situation, but he prefers silence because of the feeling of inability to make a change

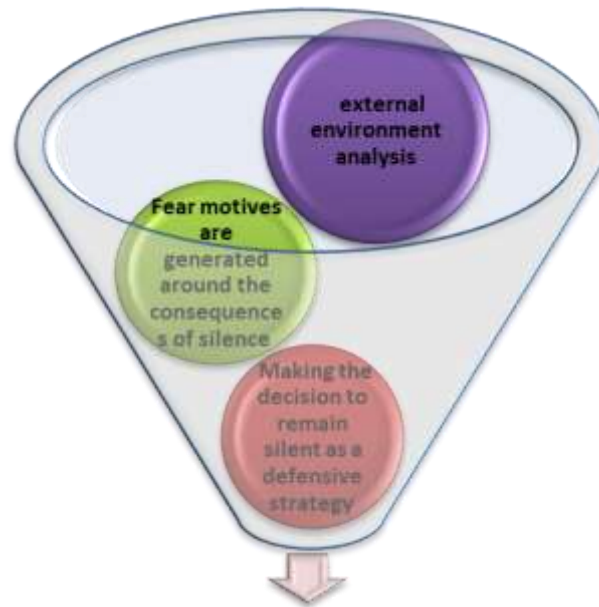


Figure (3): The defensive silence model

Prosocial Silence

It defined social silence as the withholding of ideas, information, and opinions related to the workplace for the benefit of the organization and its members, and thus this type of silence is based on altruism and cooperative motives and not subject to leadership control (Dyne et al., 2003:1368).

The commitment to positive social silence is motivated by the intention of protecting others or the organization and not the fear of receiving negative results on oneself. For example, the employee shows a certain behavior directed towards others and cooperates with them in order to preserve

information and private knowledge for the benefit of the organization or not to disclose information that may harm the reputation of the organization, as The employee can have an opinion regarding a particular decision (Pacheco et al, 2015:300), and it is known that it is withholding inappropriate and harmful information in order to protect co-workers or the organization (Idowu, 2019:95)) or it is concealing work-related information in order to preserve and benefit from it for the benefit of The organization is based on cooperative motives (Zekeriya,2021:14).

The following model illustrates Prosocial silence and the positives that follow it, as

individuals withhold information and ideas related to their work, and the following figure is an arrow that rises to reach the goal that the individual seeks behind silence. New work, new competitive methods or information that harms its reputation or the reputation of the leadership or co-workers such as weaknesses in the internal environment of the organization or illegal behaviors. It is harmful and not disclosed except to the stakeholders in order to maintain the confidentiality of the work out of cooperation and altruism with others and for the interest of his organization. The third

stage represents the conscious individual's decision because it is based on the analysis of alternatives in order to avoid the negative consequences that result from talking about confidential information for work. The individual cares about his organization and his colleagues, and this It brings positive results to them in all cases, whether the individual retains useful or harmful information, because it preserves the reputation of the organization and preserves co-workers and senior leadership from legal accountability, as they have committed some illegal behavior.

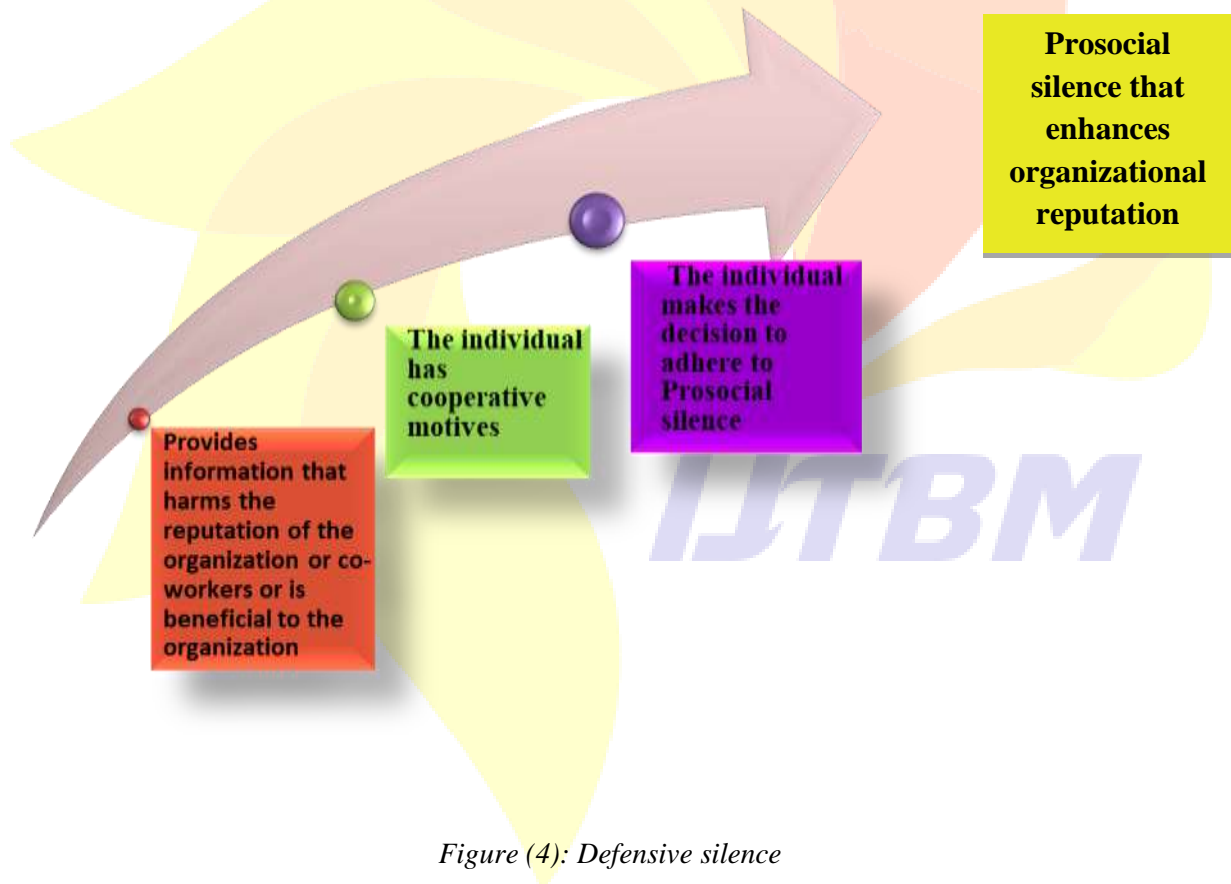


Figure (4): Defensive silence

Descriptive Statistics

The independent variable is virtuous leadership, and it was measured in five dimensions (courage, asceticism, justice, prudence, humanity) through (18) paragraphs and through answers (160) observations in the National Retirement Authority. , and weighted on the hypothetical mean with a value of (T) calculated (11.958) to prove the morale of the adoption of the National Retirement Authority on a system and approach that characterizes its leadership, based on the basis that leaders are not born, but rather they are prepared, trained and made, especially when the real leadership is real actions and not just a method for conducting tasks, And it obtained a standard deviation of (0.647), and it got the authority's relative interest (72.2%), and a relative coefficient of difference (17.92%) indicates agreement and homogeneity in opinions about the availability and practice of virtuous leadership in the National Pension Agency, either at the level of dimensions and according to the following:

The National Pension Agency demonstrated its ownership of justice, as a result of obtaining a high arithmetic mean (3.82), and with a relative interest (76.4%) that is good in it, as it indicated the harmony, agreement, standard deviation (0.824), and a relative coefficient of variation (21.57%) to get the first rank among The dimensions of virtuous

leadership, with a calculated value of (T) (12,618) to make it likely to be available and practiced, while the authority directed attention to prudence, to obtain a high arithmetic mean (3.77), and with a relative interest (75.4%) good in prudence behaviors when making decisions and influencing their subordinates, Their answers indicated harmony and convergence with a standard deviation (0.846), and with a relative coefficient of difference (22.44%) to get the second rank among the dimensions of virtuous leadership, with a calculated T value (11.562).) is high, and with a relative interest (71.6%) that is good in its asceticism, the sample answers indicated agreement and harmony, with a standard deviation (0.828), and with a relative coefficient of difference (23.12%) to get the third rank among the dimensions of virtuous leadership, with the calculated value (T) 8.918) so that it is more likely to be available than weakness and limitations in general Except, while the authority's leaders showed their adoption of courage, I got a mean of (3.41) high, and a relative interest of (68.2%) good, as the answers of the sample were consistent and agreed, with a standard deviation (0.874), and a relative difference coefficient (25.63%) to get the fourth rank out of Among the five dimensions of virtuous leadership, with a calculated value of (T) (5.919) to be more likely to be available on weakness and limitations in general, the leadership of the

authority showed its tendency to adopt humanity, as the dimension obtained in total a high arithmetic mean (3.47), and it receives the attention of the authority's leadership relative (69.4%). The sample answers converged and agreed with a standard

deviation (0.904), and with a relative coefficient of difference (26.05%) to get the fifth rank among the five dimensions of virtuous leadership, and with a calculated T value (6.584) to make it likely overall.

Table (1) Presentation and analysis of the independent variable data (virtuous leadership)

Test T	coefficient of relative variance%	Relative importance%	standard deviation	Arithmetic mean	Dimensions of virtuous leadership
5.919	25.63	68.2	0.874	3.41	Courage
8.918	23.12	71.6	0.828	3.58	temperance
12.618	21.57	76.4	0.824	3.82	Justice
11.562	22.44	75.4	0.846	3.77	Prudence
6.584	26.05	69.4	0.904	3.47	Humanity
<u>11.958</u>	<u>17.92</u>	<u>72.2</u>	<u>0.647</u>	<u>3.61</u>	Virtuous Leadership

Source : (SPSS V.26)

The dependent variable was measured organizational silence across three dimensions (acceptance silence (acquiescence), defensive silence, social silence), and across (15) paragraphs, and through the answers of (160) observations in the National Retirement Authority, as the dependent variable organizational silence obtained an arithmetic mean (3.37) moderate application and adoption, with relative interest (67.36%), average, with standard deviation (0.497) at the general

level, and with a relative coefficient of variation (14.75%) to indicate the homogeneity of the sample's opinions and their agreement that the National Retirement Authority resorted to an approved withholding of knowledge and not expressing ideas Suggestions, opinions and advice related to organizational issues and avoiding expressing them verbally or in writing. In general, the variable obtained the calculated value (T) (9.363) which is more than its tabulated value (1.96) at the level of

significance (0.05) to outweigh the calculated mean, which indicates resorting to silence. The organizational structure of the National Retirement Authority, and its dimensions were arranged according to the coefficient of variation and according to the following:

The first order of the defensive silence dimension, with a relative coefficient of variation (29.85%), and a relative interest (70.2%) was good in adopting a proactive behavior aimed at protecting individuals themselves from external threats. It may be attributed to the factor of fear of expressing an opinion and the expected negative return on presenting it, and it may be attributed to the factor of self-protection, and it may amount to withholding information due to personal weakness from exposing this defect in the individual competence of the person concerned with defensive silence, so the silence of acceptance (acquiescence) occurred on the middle of my account (3.51) high level, with a standard deviation of (1.048), and the silence of acceptance (compliance) solved in the second order, as it obtained a relative coefficient of difference (32.55%), on the general level, As the National Retirement Commission showed its relative interest (67.34%) in the average reluctance to provide information, opinions and knowledge with a desire to surrender and isolate, the members of the Commission tend to adopt this negative

behavior from a perspective and their belief that expression is useless behind it, and that the situation continues and its voice is nothing but dissonance, It will bring him more disappointment, frustration and war, and informing him of any negative matter will bring him many calamities and alienation, so the dimension in total has an arithmetic mean (3.37) of moderate level, and a standard deviation of (1.096) at the general level indicates harmony and relatively limited agreement, as for social silence, it was in the third rank among the three dimensions in which organizational silence was measured in the National Retirement Authority, with a relative coefficient of difference (39.44%), availability with an arithmetic mean (3.22) moderate, and practiced with relative interest (64.4%) average, and it is represented in purposeful behavior To withhold ideas, opinions and information related to the Commission's work in a way that guarantees its interests, and this silence may be based on altruism and cooperation, and not divulging information and ideas on the basis of their concern for the interest and reputation of the Commission, as the distance in general took place on the contrary. Standard F (1.270) indicates scattering, dispersion and heterogeneity in the opinions of the sample.

Table (2): Presentation and analysis of data for the dependent variable (organizational silence)

Test T	coefficient of relative variance	Relative importance	standard deviation	Arithmetic mean	Dimensions of organizational silence
4.235	32.55	67.34	1.096	3.37	Acquiescent Silence
6.155	29.857	70.2	1.048	3.51	Defensive Silence
2.252	39.44	64.4	1.270	3.22	Prosocial / relational silence
9.363	14.75	67.36	0.497	3.37	Organization silence

Source:(SPSS V.26)

Research Hypothesis Test

Verifying the research hypothesis (virtuous leadership with its dimensions does not affect organizational silence in a significant way), the researcher found that the value of the model correlation coefficient (0.854) at the significance level (0.000), which generated an interpretation coefficient (0.729) at the same significance level, while the interpretation coefficient was The average is (0.720), as the dimensions of virtuous leadership (courage, asceticism, justice, prudence, humanity) together were able to explain a rate of (72%) of the changes that occur in the organizational silence in the National Retirement Authority, while the percentage (28%) was attributed to other

variables. It was not included in the tested model, while the calculated (82,949) value (F) at the significance level (0.000) confirmed the significance of the model. The effect of humanity (0.167) at the significance level (0.000) and the calculated (T) value (4.154), the effect of courage (0.1113) at the significance level (0.003) and the calculated (T) value (2.995), and the effect of asceticism (0.112) at the significance level (0.016). And with the calculated T value (2.442), as shown in Table (3), and from all of the above results, the null hypothesis is rejected, and the hypothesis is accepted. The alternative (virtuous leadership, with its dimensions, affects organizational silence a moral effect.

Table (3) The effect of the dimensions of virtuous leadership in his society on organizational silence (n: 160)

organizational silence								dimensions
Sig.	F	Tβ	Sig	AR ²	R ²	β	α	
0.003	82.949	2.995	0.000	0.720	0.729	0.113	0.616	courage
0.016		2.442				0.112		temperance
0.142		1.476				0.085		Justice
0.000		6.787				0.378		Prudence
0.000		4.154				0.167		Humanity

source : (SPSS V.26)

The researcher decided to identify two types of passive silence (submission silence and defensive silence), so she adopted them as a dependent variable, and the virtuous leadership in general directed it to influence it, as Table (4) shows that there is a coefficient of determination (0.213) at the significance level (0.007). And with a calculated (F) value of (7.536), which is more than its scheduled value (3.841), which indicates the significance of the tested model, that is, the virtuous leadership was able to explain (21.3%) of the changes that occur in the negative organizational silence, while the remaining percentage is attributed to (78.7%) for other variables that were not included in the model, while the marginal slope coefficient ($\beta = -0.329$) was at the significance level (0.007) and the calculated T value

(2.745), that is, when the retirement authority tends to pay attention to establishing a system and approach for its leaders, based on To the basis of the main beliefs associated with leaders and their adoption of courage, asceticism, justice, prudence and humanity, that is, the authority's senior management team includes leaders who have a large area of strength, social culture, functional background, knowledge, experience, functional maturity, and commitment to ethical standards, which drives it to improve the quality of decision-making and adopt multiple perspectives and alternatives It will be directed to reducing negative organizational silence by (32.9%), i.e. the tendency to reduce the intentional withholding of knowledge, not expressing ideas and suggestions, moving away from

advice related to functional issues and moving towards disclosure and expressing verbal and written participation, and the tendency to control their immediate environment. And decisions that affect their careers in the authority and resort to expressing opinions and preferences,

unifying perceptions, bridging gaps, trying to harmonize and express organizational beliefs and behaviors that reject negative situations and reduce disparities and differences through investments in virtuous leadership practices.

Table (4) The relationships of the influence of virtuous leadership in general on negative organizational silence

subordinate	impact direction	influencer	Impact value	standard error	critical value	morale	Value F	explanation
Organization silence(negative)	<---	Virtuous leadership	-0.329	0.120	2.745	0.007	7.536	0.213

source : (SPSS V.26)

CONCLUSIONS

1-It turns out that the workforce of the Retirement Authority is a homogeneous package in its social type, age, educational qualification and experience in its field of work, but it suffers from the limited possession of individuals with doctorate and master’s degrees.

Conclusions at the level of the independent variable virtuous leadership:

2-The Authority's employees demonstrated their courageous leadership, as a result of continuous personal initiative, even though he faced various risks, as well as his implementation of important decisions despite their danger to his job position.

3-It was found that the leadership of the Commission possessed renunciation and

what would lead them to exercise virtuous leadership through their avoidance of achieving self-gain, as a result of their avoidance of fulfilling their desires at the expense of the desires of others.

4-The leaders of the National Retirement Authority tend to adopt justice in promoting their practice of virtuous leadership behavior by resolving the various disputes between their employees in a fair and objective manner away from injustice, as well as respecting the interests of others and ensuring their rights when distributing responsibilities and workloads.

5-The leaders of the National Retirement Authority, in light of the answers of their employees, realize their resort to prudence to raise the level of virtuous leadership, because

they are based on issuing rulings that end the complexity of most situations, as well as evaluating the requirements that the Authority needs for each case with high efficiency and effectiveness.

6-The leaders of the Humanitarian Retirement Authority were adopted as a behavior that leads to the improvement of virtuous leadership, especially as it cares and sees its employees and peers, and expresses concern about the misfortunes and problems of co-workers.

Conclusions at the level of the dependent variable organizational silence

7-The employees of the Retirement Authority silently demonstrate acceptance (acquiescence), because they retain ideas and opinions directed to improvement due to their low efficiency in making a difference, and the tendency to withhold ideas that improve work as a result of being not integrated in its activities.

8-The commitment of the employees of the National Retirement Authority to defensive silence, so that this commitment is reflected in its refusal to express ideas that improve the level of work and in a way that guarantees the protection of its personal gains and job positions, which prompted it to withhold solutions to its problems for fear of that purpose from its officials.

9-The interest of the National Retirement Authority employees in prosocial silence became apparent, as a result of its tendency to withhold confidential information about the Authority, as well as its resistance to pressures from others and not telling them the secrets of the Authority and keeping it.

RECOMMENDATIONS

1-The necessity of supporting the work force of the National Retirement Authority with employees with higher degrees and according to the specializations that the authority needs in reducing waste in completing pension transactions, reducing red tape and facilitating tasks to ensure the satisfaction of its customers.

Recommendations at the level of the independent variable: Virtuous leadership:

2- The National Pension Agency should pay extra attention to courage by adopting the following mechanisms:

a-Giving individuals the ability to implement important decisions.

b- resorting to change to support the organization and face personal risks.

c-Declaring cases of injustice within the organization and facing personal risks.

d- Encouraging initiative even when facing personal risks.

3_ The National Retirement Authority should pay extra attention to asceticism in order to increase the capacity of virtuous leaders by adopting the following mechanisms:

a- Fulfilling the desires of others at the expense of personal desires.

b- Staying away from achieving personal gains at the expense of the organization and others.

c- Giving individuals the opportunity to show their achievements even if they are less successful.

4_ The National Pension Agency should pay extra attention to justice by adopting the following mechanisms:

a- Distribute responsibilities fairly, respecting the interests and rights of others.

b- Resolving disputes in a fair manner between employees.

c- Allocate resources in an equitable manner.

5_ The National Pension Agency should pay extra attention to wisdom (prudence) by adopting the following mechanisms:

a - Assessment of the requirements that the organization needs.

b- Addressing problems by using the necessary resources without wasting.

c- Issuing the correct judgment to end complex situations.

d- Follow common sense when making business decisions.

6_ The National Retirement Authority should pay extra attention to humanity by following the following mechanisms:

a- Show concern for the problems and misfortunes of others.

b- Expressing concern and concern about the needs of others.

c- Attention and care of peers and employees.

Recommendations at the level of the dependent variable organizational silence:

11_ The National Retirement Authority should limit the silence of acceptance (compliance) according to the following mechanisms:

a- Encouraging individuals to integrate and share their ideas to improve work.

b- Encouraging individuals to positively share ideas and solutions to problems.

c- Increasing people's sense of self-confidence and sharing opinions to improve work.

d- Encouraging individuals to integrate with others and positively share opinions and ideas.

e- Interact with others and talk about suggestions and ideas for change.

12_ The National Pension Agency should reduce defensive silence by adopting the following mechanisms:

a- Instilling safety and confidence in employees towards their leaders by encouraging the presentation of ideas and opinions to change work away from fear.

b- Encouraging individuals to share solutions to problems without fear or hesitation.

c - accepting opinions and ideas to improve work.

d- Share information related to the work.

13_ The National Pension Agency should pay extra attention to social silence through the following mechanisms:

- a- Resisting pressure from others and not telling them the secrets of the organization.
- b- Show concern about the organization by keeping the organization's confidential information.

c- Avoid disclosing information that harms the reputation of the organization.

d- Protecting the organization by maintaining the confidentiality of information.

c - Withholding confidential information and preserving it through cooperation with others.

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